



Access & Diversity Plan 2010 – 2015

- College Mission:** Columbia State Community College enhances the lives of citizens and the communities of southern middle Tennessee through teaching, learning and student success.
- College Vision:** As Tennessee’s first community college, Columbia State will continue to build on its heritage of excellence through innovation in education and services that foster success and brings distinction and recognition for the quality and effectiveness of the college.

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Long Term Diversity Objective: Summer Math Academy “Mathematics for Life”

Introduction

Columbia State Community College located in southern Middle Tennessee is located in a diverse service area with campuses ranging from Williamson County, an urban area, to Perry and Wayne Counties, two of the most rural counties in the state. Columbia State has the opportunity to serve diverse populations. Typically, colleges have measured success by reflecting the diversity of the communities they serve; however, Columbia State would like to go beyond that minimal standard and become an example of the advantages of a diverse population of students and employees. The identified subpopulations identified by Columbia State are adults, African Americans, and low-income students. The following tables demonstrate recent Fall headcount enrollment trends in these areas.

Table 1. Student Enrollment Trends by Ethnicity

Category	2008	2009	2010	2011	2012	1-Year Growth	5-Year Average Growth
American Indian/Alaskan Native	18	20	81	64	65	1.6%	37.9%
Asian/Pacific Islander	53	65	89	86	87	1.2%	13.2%
Black	304	421	458	460	426	-7.4%	8.8%
Hispanic	116	157	195	203	203	0.0%	15.0%
Unknown	232	105	10	25	20	-20.0%	-45.8%
White	4,044	4,813	4,858	4,707	4,604	-2.2%	3.3%

Table 2. Non-Traditional Adult Students (25 & Over)

2008	2009	2010	2011	2012	1-Year Growth	5-Year Average Growth
1,509	1,810	1,877	1,733	1,661	-4.2%	2.4%

Table 3. Low-Income as defined by Federal Pell Grant Recipients

2008	2009	2010	2011	2012	1-Year Growth	5-Year Average Growth
1,259	1,872	2,232	2,366	2,219	-6.2%	15.2%

Plan Development Process

Columbia State’s Diversity Plan was updated in concert with the College’s Strategic Planning process for 2010 – 2015. This methodology provided for a comprehensive approach to planning, evaluation, and improvement. The process included stakeholders throughout the College’s service area: community members, business owners, government officials, Foundation members, students, faculty, and staff. Many sessions were held to determine major focus areas. Two areas identified were those of diversity and culture.

The process was driven by a Planning Committee with a Subcommittee (faculty, staff, and students) appointed to further study the area of diversity and culture as related to College development and improvement. To accomplish its work the subcommittee reviewed the current diversity plan 2008 – 2010, the previous strategic plan, comments from stakeholder sessions, survey data, enrollment data, employment data, and areas of concern identified by college constituency groups.

The subcommittee members reviewed the data and did additional research to formulate recommendations for inclusion in the Strategic Plan. The recommendations were presented to the Planning Council for discussion and action. The results were the inclusion of diversity as a synergistic element embedded within the Columbia State Community College Strategic Plan.

This document has been compiled to provide a concise picture of the College’s diversity initiatives. It consists of strategic plan rudiments that address development and continuous improvement needs of the College, as it seeks to increase understanding of the value of diversity to the learning and human process.



**“Men at Community College”
-Barriers & Concerns-**



**College Days
'Engaging and Building Relationships'**

Diversity Definition and Statement

Definition

Human diversity is variety in group presence and interactions. It includes, but is not limited to, culture, age, gender identity, color, ethnicity, religion, disability, socio-economic status, sexual orientation, and national origin.

Statement

Columbia State Community College understands the value that a diverse student body, faculty, staff, and administration bring to its educational environment, the communities it serves, and beyond. In promoting and celebrating diversity, the College pledges to value and respect the personal uniqueness and differences of everyone; attract and retain diverse faculty, staff, and students; challenge and reflect on stereotypes; and promote sensitivity and inclusion across our circle of influence.

Leadership, Administration, and Management

The Assistant to the President for Access and Diversity has responsibility for:

- monitoring the Diversity Plan
- advising the President
- working with the department leaders and College Leadership Council to assure that goals, objectives and outcomes are achieved
- preparing reports that document results, actions, and new/revised goals and strategies.

The responsibilities of the Assistant to the President for Access and Diversity require a close working relationship with the Directors of Institutional Effectiveness, Institutional Research and the College Leadership Council.

COLUMBIA STATE COMMUNITY COLLEGE
Access and Diversity Plan 2010-2015

Goal #1: Recruit, retain and graduate underrepresented and disadvantaged students.

1. Objective 1.1: Enrollment of priority sub-population students will meet or exceed established benchmarks.
2. Objective 1.2: Progression rate of priority sub-population students will meet or exceed established benchmarks.
3. Objective 1.3: CSCC will promote co-curricular learning opportunities focused on identified diversity topics to increase student engagement and learning.
4. Objective 1.4: CSCC will improve academic advising for priority sub-populations to include early alert, career counseling and program advising.
5. Objective 1.5: CSCC will assist students included in identified sub-populations with academic deficiencies to improve their chances of academic success.

Goal #2: Continually improve recruitment, hiring and retention of underrepresented faculty and staff.

1. Objective 2.1: CSCC will continue outreach targeted in the advertising and recruiting processes to acquire a diverse candidate pool for college positions.
2. Objective 2.2: CSCC will promote professional development activities which increase the understanding of and value of diversity.

Goal #3: Strengthen, expand, and sustain a college culture that prepares students for success in a globally connected and increasingly diverse world.

1. Objective 3.1: CSCC will utilize Student Campus Climate survey results to identify opportunities for programming and professional development.
2. Objective 3.2: Office of Access and Diversity will collaborate with college departments/units to provide programming which promotes an understanding of global connectedness and diversity.

Goal #4: CSCC will seek external sources of funding for college-wide diversity initiatives and activities.

1. Objective 4.1: CSCC will develop and submit at least one Access and Diversity grant per year.
2. Objective 4.2: Office of Access and Diversity will work with Office of Advancement to seek private and/or corporate sponsorships for diversity activities.

Matrix abbreviations: African American = AA, Pell Recipient, Low Income = PRLI, Adult = Ad, Summer Math Academy Grant = SMA Grant, Undisclosed= Ud

Columbia State Community College
 2010-2015 Access and Diversity Plan
 Outcomes Matrix

TBR System Priority: Access and Student Success

CSCC Strategic Plan Goal: Cultivate a learning environment that facilitates student success of underrepresented and disadvantaged students through enrollment, retention, and graduation.

Access and Diversity Goal #1: Recruit, retain and graduate underrepresented and disadvantaged students.

Access and Diversity Objective 1.1: CSCC will maintain or increase enrollment of identified sub-populations.							
Owners: Academic Divisions, Retention Coordinators, Student Services, Enrollment Management, Access and Diversity and TRiO Student Support Services							
Related Diversity Funding:							
Indicator	Baseline 2010	2011 Benchmark	2012 Benchmark	2013 Benchmark	2013 Benchmark	2015 Benchmark	2015 Target
Enrollment of priority sub-population students (African American = AA, Adult = Ad and Pell Recipient / Low-income PRLI) will meet or exceed established benchmarks.	AA – 458 Ad – 1877 PRLI - 2232	AA - 460 Ad - 1733 PRLI - 2366	AA – 426 Ad – 1661 PRLI - 2219	Meet or Exceed baseline	Meet or Exceed baseline	Meet or Exceed baseline	1% increase over baseline

Access and Diversity Plan

Access and Diversity Objective 1.2: CSCC will increase progression rate of priority sub-population students.							
Owners: Academic Divisions, Retention Coordinators, Student Services, Access and Diversity; Library, Enrollment Management, and TRiO Student Support Services (reported 1 year behind)							
Related Diversity Funding:							
Indicator (meet or exceed baselines)	Baseline 2010	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Progression rate of priority sub-population students will meet or exceed established benchmarks.	AA: 70.6% Ad: 75.4% PRLI: 78.7%	AA: 66.4% Ad: 75.1% PRLI: 75.1%	Meet or Exceed baselines	Meet or Exceed baselines	Meet or Exceed baselines	Meet or Exceed baselines	Increase each 2.5%
Completion of 12 hours: African American (AA) Adult (Ad) Pell Recipient/Low Income (PRLI)	Complete 12 hrs: AA: 159 Ad: 386 PRLI: 901	Complete 12 hrs: AA: 141 Ad: 350 PRLI: 796	Meet or Exceed baselines	Meet or Exceed baselines	Meet or Exceed baselines	Meet or Exceed baselines	Increase 5.0% Increase 2.5% Increase 1.0%
Completion of 24 hours: African American Adult Low Income	Complete 24 hrs: A A: 100 Ad: 422 PRLI: 794	Complete 24 hrs: AA: 116 Ad: 380 PRLI: 696	Meet or Exceed baselines	Meet or Exceed baselines	Meet or Exceed baselines	Meet or Exceed baselines	Increase 5.0% Increase 2.5% Increase 1.0%
Completion of 36 hours: African American Adult Low Income	Complete 36 hrs: AA: 70 Ad: 390 PRLI : 628	Complete 36 hrs: AA: 87 Ad: 355 PRLI: 584	Meet or Exceed baselines	Meet or Exceed baselines	Meet or Exceed baselines	Meet or Exceed baselines	Increase 5.0% Increase 2.5% Increase 1.0%
Number of Graduates: African American Adult Low Income	Number of Graduates: AA: 41 Ad: 316 PRLI: 260	Num of Graduates: AA: 27 Ad: 305 PRLI: 252	Meet or Exceed baselines	Meet or Exceed baselines	Meet or Exceed baselines	Meet or Exceed baselines	40 or more AA 320 or more Ad 275 or more PRLI
Retention rates fall to fall: African American Adult Low Income	Retention rates fall to fall: AA: 43.4% Ad: 54.6% PRLI: 54.2%	Retention fall to fall: AA: 42.0% Ad: 58.3% PRLI: 55.4%	Meet or Exceed baselines	Meet or Exceed baselines	Meet or Exceed baselines	Meet or Exceed baselines	Increase 5% Increase 2.5% Increase 1.0%

Access and Diversity Plan

Access and Diversity Objective 1.3: CSCC will promote co-curricular learning opportunities focused on identified diversity topics to increase student engagement and learning.							
Owners: Access and Diversity Office; Student Affairs							
Related Diversity Funding:							
Indicator	Baseline 2010	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Host annual Student Leadership (SLI) Institute Conference with focused diversity topics for high school and college students.	Average attendance: 150 (max allowed attendees)	Attend SLI - 144	Attend SLI - 131	Meet or exceed attendance baseline	Meet or exceed attendance baseline	Meet or exceed attendance baseline	150 students
Previous Student Leadership Institute Attendees who attend Columbia State	SLI attendee enroll at Columbia State - 9	SLI attendee enroll at Columbia State - 31	SLI attendee enroll at Columbia State - 46	Identify attendees enrolled in CS	Identify attendees enrolled in CS	Identify attendees enrolled in CS	25% of students attending SLI enroll in CS
Collaborate with departments to identify and deliver programming focused on diversity.	Average attendance: Access & Diversity 25 events 100 avg. attendance Lyceum/STEM, etc 16 events 20 avg. attendance TRiO grant developed	Access & Diversity 39 events 112 avg. attendance Lyceum/STEM, etc 13 events 15 avg. attendance TRiO grant submitted	Meet or exceed attendance baseline TRiO 28 workshops 4 college visits	Meet or exceed attendance baseline	Meet or exceed attendance baseline	Meet or exceed attendance baseline	Exceed baseline by 5%
Previous Summer Math Academy (SMA) Attendees who attend Columbia State	N/A	N/A	N/A	Contact and recruit SMA students, and research SMA students who attend CSCC	Meet or exceed attendance baseline	Meet or exceed attendance baseline	Target will be established after 2013
Establish a mentoring program using Access and Diversity funds and grant funds.		Do research for data at CSCC to justify Access and Diversity Grant COMPLETED	TBR grant Awarded. Hire staff (2) implementation 7/2012-6/2013	Implementation of program; Measurement of success	Continuation of program	Continuation of program	30 students per year in program

Notes for Objective 1.3: A non-competitive grant funded program the Summer Math for Life Academy (SMA) for 6th, 7th, and 8th grade students is available for our 9-county secondary students at our five teaching sites and centers. It is anticipated that students attending the SMA will enroll in the college at a rate of 2% over a five year period with Fall 2013 being the first semester the participating students can be considered in baseline data.

Access and Diversity Plan

Access and Diversity Objective 1.4: Columbia State will improve academic advising for priority sub-populations to include early alert, career counseling and program advising.							
Owners: Retention Coordinators; TRiO program; Access and Diversity							
Related Diversity Funding:							
Indicator	Baseline 2010	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Develop and implement a college-wide retention plan including tracking of student success	Retention Strategies as of Fall 2012	Identify best practices:	College-wide Retention Plan Fall 2012:	Implement retention plan	Continuation	Continuation	Implement a college-wide on-line student success tracking system
African American (AA)	Goal #1 - complete Strategic Plan strategies	Spring 2012 – Fall 2012 COMPLETED	Retention Coordinators COMPLETED	Begin tracking student success and services provided to identified subpops	Continuation	Continuation	
Adult (Ad)	Goal #2 – intrusive academic advising.						
Pell Recipient / Low Income (PRLI)	Goal #3 – assess courses with high failure rates Goal #4 – improve & expand student awareness and engagement Goal #5 – Employ ‘Early Alert’	AA - 31 Ad - 285 PRLI - 260	AA Target - 32 Ad Target - 290 PRLI Target-265				AA increase by 2% Ad increase by 2% PRLI increase by 2%
In addition to division retention coordinators, Access and Diversity will track students from identified sub-populations (African Americans, Adults, Low Income) to identify opportunities for intervention.	TRiO – grant funded	TRiO 26 workshops Pell Eligible - 4 avg. attendance	TRiO 24 workshops Pell Eligible – 3 avg. attendance 4 university visits (39 students)				Continue to offer workshops

Access and Diversity Plan

<p>Objective 1.4 continue</p>	<p>Tutoring Center – Open to all students, does not track by sub-pops</p> <p>Disability Services – Current use of Early Alert and other internal student file tracking</p> <p>Financial Aid – College Goal Events, Financial Aid Nights, and FAFSA awareness</p>	<p>Discuss tracking with college leadership. Available for all students.</p> <p>Disability Serv. Daily per student contact/referral.</p> <p>Financial Aid – College Goal Events, Financial Aid Nights & FAFSA awareness</p>	<p>Continue discussions with college leadership and request a strategic decision to track program success and contacts.</p> <p>Disability Serv. Daily per student contact/referral.</p> <p>Financial Aid – College Goal Events, Financial Aid Nights, & FAFSA awareness</p>				<p>Implement a college-wide contact management system for all student services departments 1 / year</p> <p>2 / semester</p> <p>4 / semester</p>
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Access and Diversity Plan

Access and Diversity Objective 1.5: CSCC will assist students included in identified sub-populations with academic deficiencies to improve their chances of academic success.							
Owners: Learning Support; TRiO; Access and Diversity							
Related Diversity Funding:							
Indicator	Baseline 2010	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Identify opportunities for improving student placement through placement test prep targeting identified subpopulations	Student contacts: 126 Referrals: 68 (Mapping Program, etc.)	Student contacts: 217 Referrals: 90 (Connect for Success Initiative, etc.)	Student contacts: 283 Referrals: 172 (Mapping Program, etc)	Review data and improve programming	Review data and improve programming	Review data and improve programming	Increase in number of students participating and improving placement scores.

Note for Objective 1.5: Specialized opportunities for sub-populations are dependent on additional grant opportunities and funding. Columbia State has submitted for special funding for assisting students with need and will continue to advise and support through our established student support departments and with focused support from the Access & Diversity office. (Mapping Program, Connect for Success Initiative, etc.)

Access and Diversity Goal #2: Continually improve recruitment, hiring and retention of underrepresented faculty and staff.

Access and Diversity Objective 2.1: CSCC will continue outreach targeted in the advertising and recruiting processes to acquire a diverse candidate pool for college positions.

Owners: Human Resources

Related Diversity Funding:

Indicator	Baseline 2010	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Identify and use appropriate advertising venues to increase underrepresented population recruitment. African American (AA) Hispanic Asian Undisclosed (Ud) White	<p>Ensure applicant pool and employment represents a diverse population.</p> <p>Number of minority applicants:</p> <p><u>2009-2010 Positions-26</u> 1,455 - <u>total applicants</u></p> <p><u>Applicants Female</u> AA – 117 Hispanic – 12 Asian – 10 Ud race - 31 White -666</p> <p><u>Male Applicants</u> AA – 79</p>	<p>Ensure applicant pool and employment represents a diverse population.</p> <p><u>2010-2011 Positions-20</u> 601 - <u>total applicants</u></p> <p><u>Applicants Female</u> AA. –42 Hispanic – 5 Asian – 3 Ud race – 9 White - 223</p> <p><u>Male Applicants</u> AA –35</p>	<p>Ensure applicant pool and employment represents a diverse population.</p> <p><u>2011-2012 Positions-29</u> 866 – <u>total applicants</u></p> <p><u>Applicants Female</u> AA– 71 Hispanic-7 Asian- 9 Ud race – 25 White – 421</p> <p><u>Male Applicants</u> AA-18</p>	<p>Ensure applicant pool and employment represents a diverse population.</p>	<p>Ensure applicant pool and employment represents a diverse population.</p>	<p>Ensure applicant pool and employment represents a diverse population.</p>	<p>Monitor applicant and hiring data, review advertising practices each year.</p>

Access and Diversity Plan

<p>Objective 2.1 continue</p>	<p>Hispanic – 12 Asian – 25 Ud race – 17 White -444</p> <p>Ud gender or race – 42</p> <p>Hired - 26 White male – 7 AA Male - 1 Hispanic Male – 1 White female - 12 AA Female - 3 Ud race male – 1 Ud gender or race - 1</p> <p>All positions in:</p> <p>2 city newspapers 5 county newspapers</p> <p>Add for faculty & professional: Chronicle of Higher Ed. Diversejobs.net CareerBuilder</p> <p>Organization Membership websites</p>	<p>Hispanic -8 Asian -4 Ud race - 7 White -254</p> <p>Ud gender or race - 11</p> <p>Hired- 20 White male-4 AA Male – 2 White Female – 12 AA Female-2</p> <p>All positions</p> <p>2 city newspapers 5 county newspapers</p> <p>Add for faculty & professional: Chronicle of Higher Ed. Diversejobs.net CareerBuilder</p> <p>Organization Membership websites</p>	<p>Hispanic- 3 Asian- 9 Ud race - 10 White-260</p> <p>Ud gender or race - 33</p> <p>Hired-29 White male-8 White female-13 AA female-5 Asian Female-1 <u>Ud race female-1</u> <u>1 position not filled</u></p> <p>All positions in:</p> <p>2 city newspapers 5 county newspapers</p> <p>Add for faculty & professional: Chronicle of Higher Ed. Diversejobs.net CareerBuilder</p> <p>Organization Membership websites</p>				
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Access and Diversity Objective 2.2: CSCC will promote professional development activities which increase the understanding and value of diversity.							
Owners: Access and Diversity; Professional Development; Human Resources							
Related Diversity Funding:							
Indicator	Baseline 2010	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Identify and deliver professional development focused on the importance of diversity in hiring and strategies for retention of minority employees.	Professional Development College-wide	1 – customer friendly environment on-line	1 – cultural climate and diversity awareness- FALL Convocation	Deliver one professional development	Deliver one professional development	Deliver one professional development	Development evaluations will indicate that attendees found the activity of value in understanding the value of diversity.

Access and Diversity Goal #3: Strengthen, expand, and sustain a college culture that prepares students for success in a globally connected and increasingly diverse world.

Access and Diversity Objective 3.1: CSCC will utilize Student Campus Climate Survey results to identify opportunities for programming and professional development.

Owners: Access and Diversity Office

Related Diversity Funding:

Indicator	Baseline 2010	2011 Benchmark	2012 Benchmark	2013 Benchmark	2013 Benchmark	2015 Benchmark	2015 Target
Identification of opportunities to improve campus climate in relation to diversity.		Develop, administer and analyze Campus Climate Survey.	<p>Identify opportunities for improvement and plan actions.</p> <p><i>CS experience increased global awareness (54.6% yes; 25% no; 20% do not know)</i></p> <p><i>How often in class atmosphere felt inclusive (65% often or occasionally; 20% rarely or never; 14% do not know)</i></p> <p><i>How often has the out of class atmosphere felt disrespectful (19% Often/occasionally)</i></p> <p><i>How often asked to participate in campus activities (47.5% often/occasionally)</i></p>	Implement action plan.	Implement action plan.	Administer and analyze survey.	Show improvement in identified areas.

Access and Diversity Plan

Objective 3.1 continue			<p><i>How often singled out as Spokesman for Social Group (18.8% Often/Occasionally)</i></p> <p><i>Comfort Level Seeking Help from Campus Personnel (69.6 % Somewhat/Very Comfortable; 12.5 % Neutral; 10.3 % Somewhat/Very Uncomfortable)</i></p>				
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<p>Access and Diversity Objective 3.2: Office of Access and Diversity will collaborate with college departments/units to provide programming which promotes an understanding of global connectedness and diversity.</p>							
<p>Owners: Access and Diversity Office; Lyceum; Academic Divisions</p>							
<p>Related Diversity Funding:</p>							
Indicator	Baseline 2010	2011 Benchmark	2012 Benchmark	2013 Benchmark	2013 Benchmark	2015 Benchmark	2015 Target
Identify and deliver programming related to global connectedness.	Lyceum , etc - 16 programs	Lyceum, etc. 13 programs	Lyceum 14 programs	Deliver a minimum of six programs three/semester	Deliver a minimum of six programs three/semester	Deliver a minimum of six programs three/semester	Students will report increased awareness on Campus Climate Survey

Access and Diversity Plan

TBR System Priority: Resourcefulness and Efficiency

Access and Diversity Goal #4: CSCC will seek external sources of funding for college-wide diversity initiatives and activities.

Access and Diversity Objective 4.1: CSCC will develop and submit at least one Access and Diversity grant per year.							
Owners: Grants Management; Access and Diversity; Academic Affairs; Student Services							
Related Diversity Funding:							
Indicator	Baseline 2010	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Develop and submit Access and Diversity grant applications related to identified goals in Access and Diversity Plan.	2 competitive 1 non-competitive	3 grants competitive submitted to TBR for students 0 awarded 1 grant competitive submitted to U.S. Dept. of Education For veterans 0 awarded 3 grants non-competitive Awarded- \$50,000 – Summer Math Academy \$28,980 ARRA Stimulus for Presidents Leadership Society \$28,980 ARRA Stimulus for Connect for Success	3 grants competitive submitted to TBR: 1 awarded- \$118,750 1 grant non-competitive Awarded- \$50,000- Summer Math Academy	2 competitive Submitted 2/1/13	Grant submitted	Grant submitted	Over 5 years have a total of at least 5 grants funded.

Access and Diversity Plan

Access and Diversity Objective 4.2: Office of Access and Diversity will work with Office of Advancement to seek private and/or corporate sponsorships for diversity activities.							
Owners: Access and Diversity Office; Office of Advancement							
Related Diversity Funding:							
Indicator	Baseline 2010	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Seek external support for Student Leadership Institute and sustainability of mentoring program.	1-External Grant 2-Individual / Community Organizations 3-Foundation / Strategic Plan	Reviewed opportunities to fund Student Leadership Institute with external funding support	Identify potential private and corporate funding. Met with advancement executive to develop a plan for one initiative.	Focus on friend-raising. Develop strategy for external outreach to 9-county faith based organizations to support the food part of the student leadership institute for Fall 2013	Request funding	Request funding	Secure a minimum of two corporate sponsorships or private grant.